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Pt. C

A REVIEW OF THE OPERATIONS
AND ORGANIZATION OF THE
RICHMOND PUBLIC WORKS DEPARTMENT
PART C

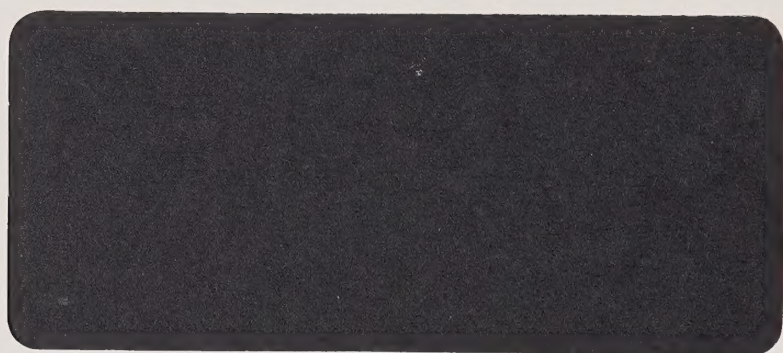
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Bay Area Social Planning Council




A REVIEW OF THE OPERATIONS
AND ORGANIZATION OF THE
RICHMOND PUBLIC WORKS DEPARTMENT

PART C

A Consultant's Report
Prepared at the Request of the
City Manager of the
City of Richmond

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PART C. RECOMMENDED REORGANIZATION

Part C, the final section of our report, proposes some basic organizational changes in the existing Public Works Department and suggests a plan for reorganizing the other functions in the City government.

The recommendations and suggestions relating to reorganization are based on the reality of changing goals and priorities in municipal governments in the metropolitan areas of the state. As was observed in our transmittal letter of October 31, 1973, to Mr. Lovejoy, Richmond already is in the process of effecting significant changes in organization and program emphasis. The recommendations and suggestions contained in this section of our report would result in further changes from the old, traditional form of city government toward an organization reflecting the relatively new social responsibilities of cities in metropolitan areas of California. In addition, these proposals emphasize the high priority which is placed on program planning and execution.

For purposes of explanation, three organization charts have been prepared and are attached as a part of this report. Chart I shows the essential elements of the recommended new Public Works Department. Chart II reflects the basic elements of a proposed new department which, for purposes of discussion, is called the Department of Internal Services. Chart III makes certain suggestions as to the regrouping and reorganization of all departments of the City Government. The report offers no detail on this portion of the report since it is an area which is clearly beyond the parameters of our study.

In simplest terms, the thrust of the proposed reorganization plan is to reflect the actual shift in primary functions of city government in metropolitan areas of California from what were essentially maintenance and housekeeping of the city's facilities to a major role in meeting the social and physical needs of its citizens. No attempt is made to offer a value judgement as to the changing role of the cities. We are simply proposing here a new organization which is designed to better fulfill that new role.

I. PROPOSED NEW PUBLIC WORKS DEPARTMENT

As is indicated in Chart I, the proposed new Public Works Department would consist of Public Works Administration and three divisions: Engineering, Operations and Waste Water. Each of these divisions presently is in the Public Works Department. Three other divisions presently in the department, Equipment Maintenance, Building Maintenance and Building Regulation, are recommended to be transferred to other departments. Each division will be discussed later in the report.

The only internal change recommended here is the transfer of the Sanitary Sewer Section from the Waste Water Division to the Operations Division. This should not be interpreted as a reflection upon the performance of the employees in this unit nor upon the head of the Waste Water Division. It is recommended because we believe that the personnel can be more fully utilized in the Operations Division - particularly during emergencies - and that better coordination of their work can be achieved by this change. Moreover, the employees, themselves, would have greater opportunity for advancement.

II. PROPOSED NEW DEPARTMENT OF INTERNAL SERVICES

Chart II shows the composition of the proposed new Department of Internal Services. The principal concepts underlying this recommended change are:

1. The creation of a service-oriented department which can bring about greater and more effective service for the tax dollar through improved coordination of maintenance effort and better utilization of personnel and equipment, in addition to avoiding duplication of facilities and equipment.
2. The transfer of responsibility for maintenance service from department heads who also are responsible for programs (Recreation and Parks, Public Works) will enable these department heads to concentrate on program development and execution.

It is recommended that the position of Director of Internal Services be created and that an experienced, proven administrator be appointed to the position. As will be seen in the proposed organization chart, this person would be responsible for the operation of the Vehicle Pool, including regulations relating to the conservation of fuel, as well as for the direction of the Equipment Maintenance, Building Maintenance and Grounds Maintenance Divisions. At such time as Richmond were to acquire a Central Stores facility, this operation would be assigned to him.

As was mentioned previously, this proposed change would involve the transfer of the Equipment Maintenance and the Building Maintenance Divisions from the Public Works Department and the grounds and landscaping

maintenance function from the Recreation and Parks Department. In each instance, the purpose is to relieve the respective department heads of these maintenance responsibilities so that each can concentrate upon program - that is - direct services to the citizens. As will be perceived, the proposed new Department of Internal Services would have little or no direct contact with citizens. Its functions would be to maintain the facilities and equipment of the City and furnish house-keeping services to those departments who do give direct services to the public.

III. PROPOSED REORGANIZATION OF CITY DEPARTMENTS

The proposed reorganization presented in Chart III has the following objectives:

1. To improve service to the public.
2. To make less complex the Council's problem in evaluating the operational effectiveness of City programs.
3. To reduce the number of key staff whom the City Manager must direct so that he has more time and energy to conduct Council relations, fulfill external management responsibilities, and devote more time to the development of his department heads.
4. To provide for more creative program planning and execution.
5. To provide for better coordination of related programs within individual departments.

A quick review of Chart III indicates that it is proposed that the entire Building Regulations Division be transferred to the Community Development Department. Our reasons are set out in Item 14, Part A of our earlier report. We believe that such change will result in better coordination of related activities and will result in improved services to the public.

The proposal recommends that a Department of Recreation and Cultural Affairs be created by combining the existing Recreation and Park (program portion), Library, Civic Arts and Auditorium facility for purposes of administration. It is believed that this change will make for better and more effective program planning and coordination of recreation and cultural events.

None of the proposals contained in this section is meant to modify in any way the role or authority of citizen commissions or boards. We are not in a position to comment upon the relationship between any board and its administrative agency.

A Management Analysis Unit has been proposed to be added to the City Manager's staff for the reasons set forth in Item 16, Part B. It would involve the creation of one additional position. The necessary related clerical work would be performed by the clerical staff in the Manager's office. We feel confident that the economies effected by the incumbent of this position would more than offset the cost.

By providing that the operating department heads report to the City Manager through the two Assistant City Managers, it is believed that the manager would be relieved of a significant amount of his internal administrative burden. It is not contemplated that this arrangement operate

to prevent department heads from communicating directly with the Manager when circumstances indicate the need. On the contrary, by having his assistants handle the bulk of the less essential matters, the Manager would have more time for the important developments.

CHART I. PROPOSED REORGANIZATION PLAN - PUBLIC WORKS DEPARTMENT

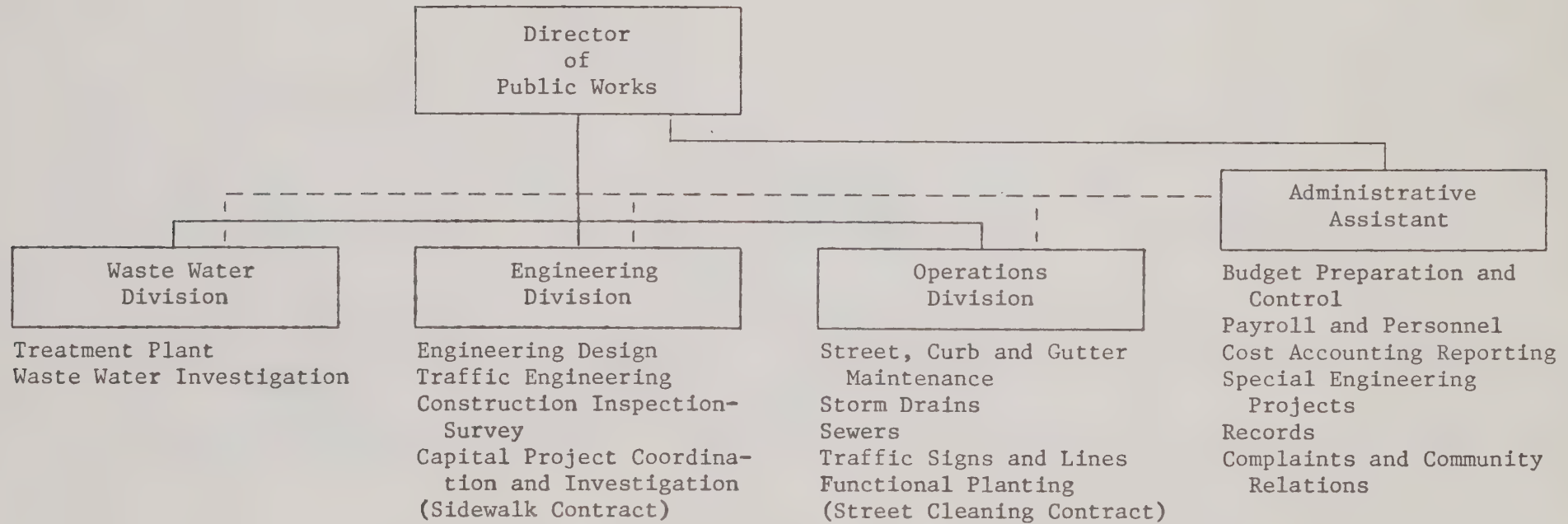
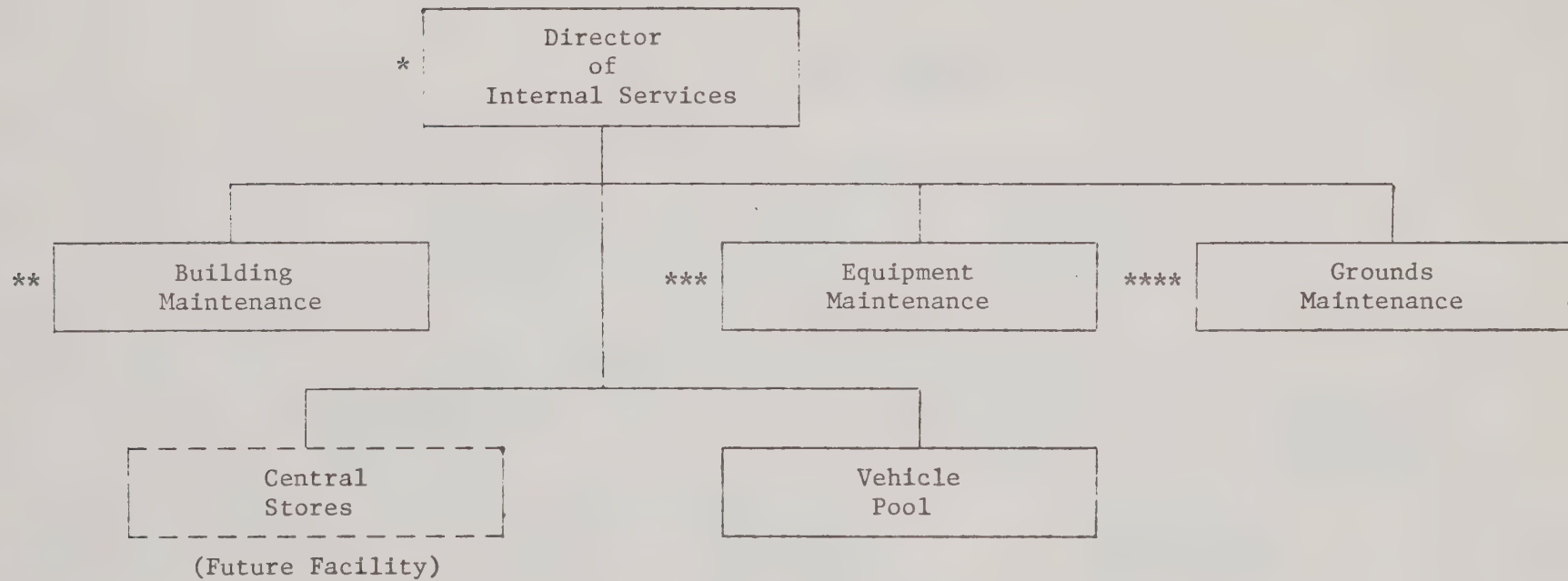


CHART II. PROPOSED DEPARTMENT OF INTERNAL SERVICES



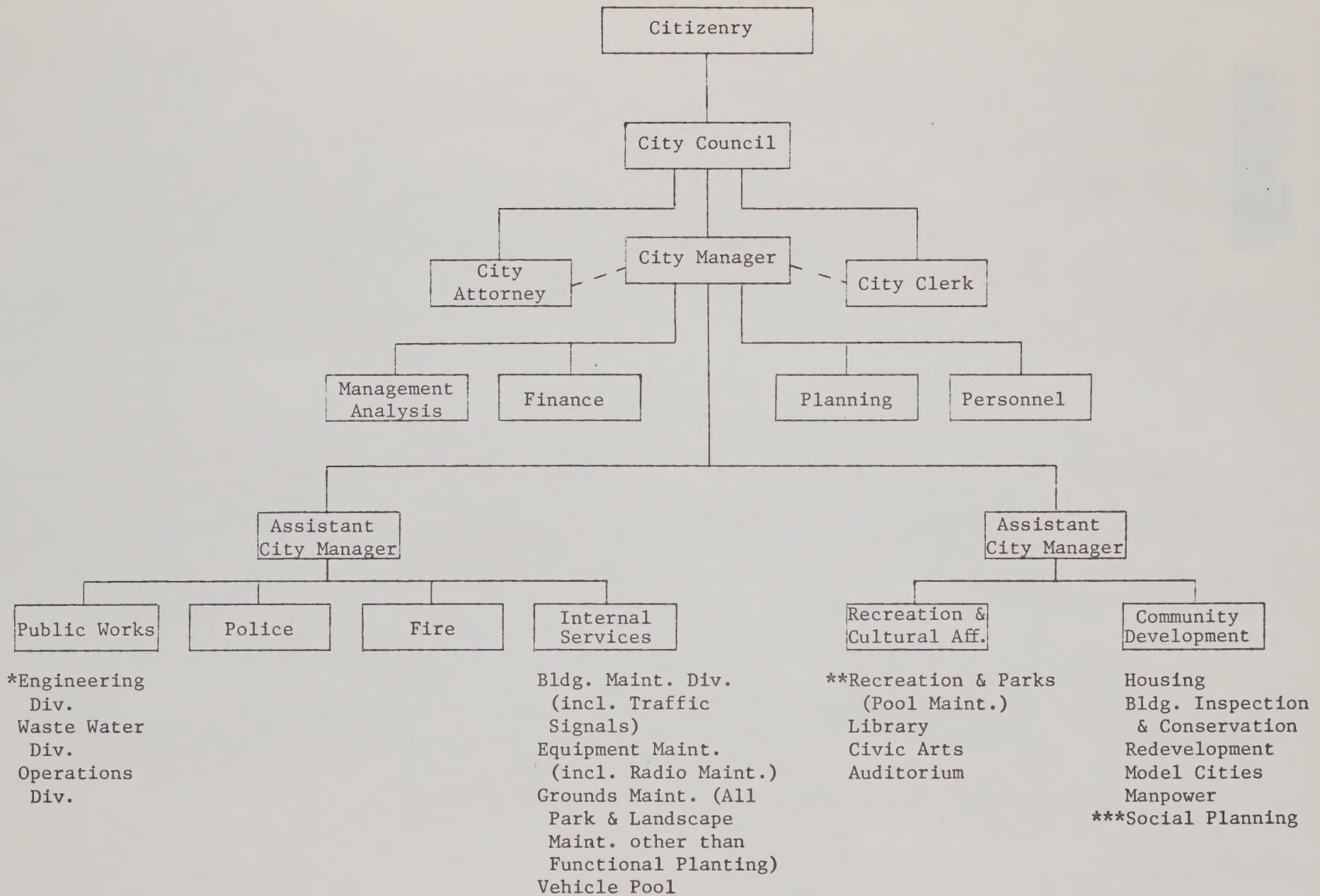
* Responsible for administering janitorial services contract.

** Includes traffic signals.

*** Includes radio maintenance.

**** Includes all park and landscape maintenance except functional planting.

CHART III. PROPOSED REORGANIZATION PLAN



* Includes one physical planner assigned from City Planning.

** Includes crew of foreman and four gardener-caretakers to be available for assistance in setting up for programs at various recreation centers.

*** Includes one social planner assigned from City Planning.

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